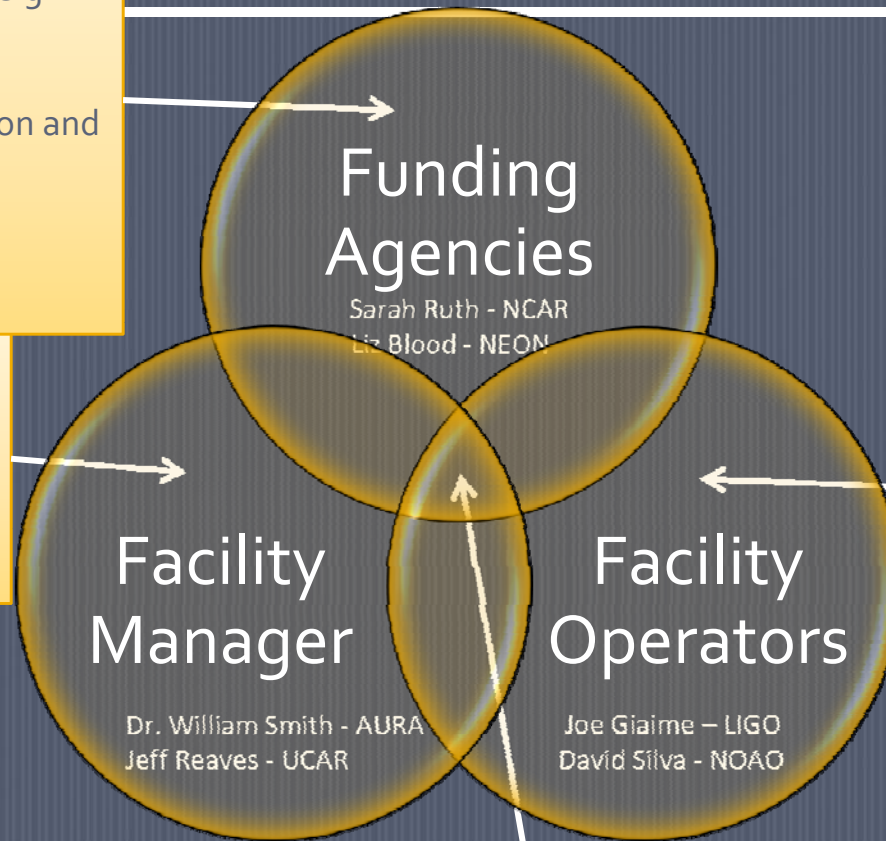


Governance and Management of Large Facilities

- What are the challenges in providing oversight to a facility (new, transition, mature) e.g.
 - Internal
 - External
 - community participation and expectations
 - OMB, Congress, other Federal Agencies

- What are the challenges in managing a facility, e.g.
 - Community guidance
 - Interface with fund agency (ies)
 - Measuring outcomes



- What are the challenges in the O&M of a facility, e.g.
 - Meeting user needs with limited resources
 - Addressing short and long term maintenance
 - Quality assurance

- What are the essential elements for successful outcomes from a large facilities?
- What are the barriers?
- Suggested areas of improvement

NATIONAL SCIENCE FOUNDATION

Sarah Ruth

Program Coordinator

UCAR and Lower Atmospheric Facilities Oversight Section

April 17, 2009

NSF Oversight of a large national facility: The National Center for Atmospheric Research

NCAR Quick Facts



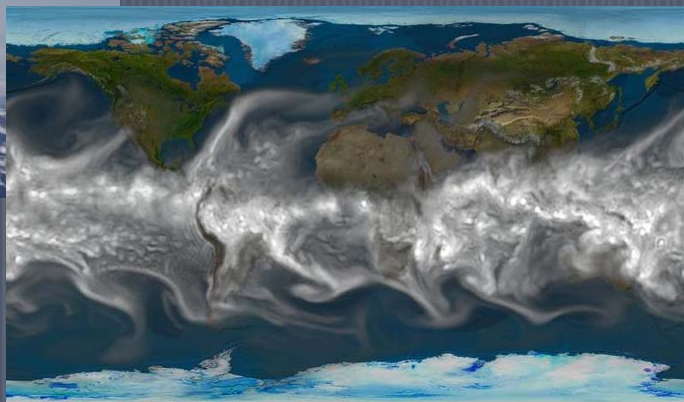
NCAR is a Federally Funded Research and Development Center sponsored by the [National Science Foundation](#).

- Established in 1960. Now ~900 staff and ~\$150 million / year (~\$100 million from NSF)
- Managed by the University Corporation for Atmospheric Research (UCAR) under a CA
- UCAR: non-profit private corporation composed of 73 Member Universities, 18 Academic Affiliates and 46 International Affiliates

*community, nationally and internationally;
To foster the transfer of knowledge and technology for the
betterment of life on Earth.*



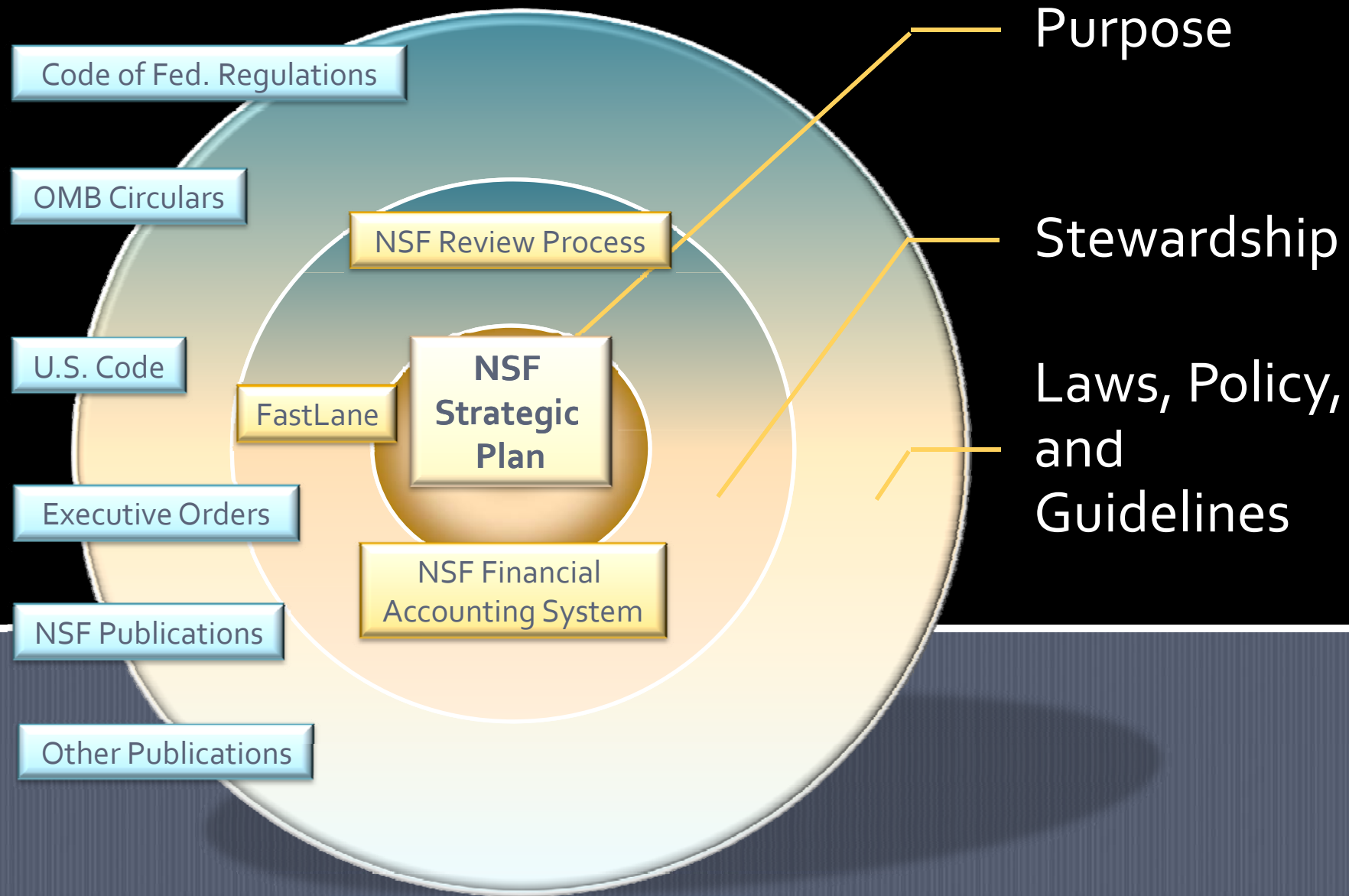
NCAR In Pictures



Stakeholders



Government Framework



Oversight

Includes:

- Coordination of UCAR/NCAR planning cycle, ATM priorities, and the budget cycle
- Science Accountability: plans vs. outcomes
- Financial Accountability: distribution of funds, balance of NSF and external funds, and awardee s policy/practices

NSF Resources:

- 4 x dedicated program staff
- Other Program Officers
- Agreements, finance and legal specialists

Oversight Tools

- 'Substantial Involvement'
- Annual Planning and Review Cycle
- Communication with managers & stakeholders
- Formal reviews (science and management)
- Management Competition
- Cooperative Agreement

Implementation of NSF Oversight Paradigm



Challenges

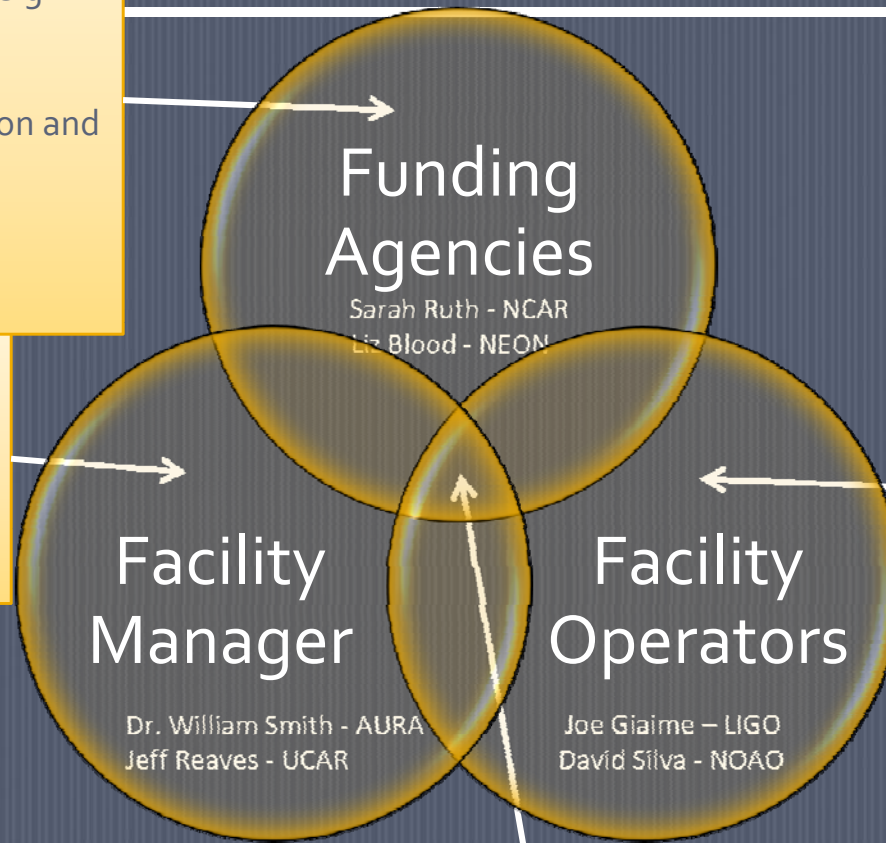
- Managing the disconnect between planning and budgeting
 - One year appropriation process
- Meeting the needs of primary stakeholders
- Maintaining meaningful stakeholder involvement
- Role of non-NSF funding
- Measuring and evaluating outcomes meaningfully and effectively

Questions and/or Comments

Governance and Management of Large Facilities

- What are the challenges in providing oversight to a facility (new, transition, mature) e.g.
 - Internal
 - External
 - community participation and expectations
 - OMB, Congress, other Federal Agencies

- What are the challenges in managing a facility, e.g.
 - Community guidance
 - Interface with fund agency (ies)
 - Measuring outcomes



- What are the challenges in the O&M of a facility, e.g.
 - Meeting user needs with limited resources
 - Addressing short and long term maintenance
 - Quality assurance

- What are the essential elements for successful outcomes from a large facilities?
- What are the barriers?
- Suggested areas of improvement

NSF Large Facilities Workshop

Governance and Management of Large Facilities

Friday April 17th

NSF

- Sarah Ruth (NCAR)
- Liz Blood (NEON)

Managers

- Dr William Smith (AURA)
- President, Association of Universities for Research in Astronomy, Inc.
- Jeff Reaves (UCAR)
- Associate VP, Finance and Administration

Facility Operators

- Joe Giaime (LIGO)
- Observatory Head, LIGO Livingston (Caltech)
- Dr David Silva (NOAO)
- Director National Optical Astronomy Observatory